Canadian Grain Commission

2016–17

Report on Plans and Priorities

The Honourable Lawrence MacAulay P.C., M.P.,
Minister of Agriculture and Agri-Food

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Minister's Message

Grain is one of Canada's most dynamic economic sectors, driving Canada's jobs and growth with over $20 billion in exports. Today, Canada's global reputation as a supplier of grain that is consistent in quality and safety is thanks, in large part, to the work of the Canadian Grain Commission for over more than a century.

This *2016-17 Report on Plans and Priorities* of the Canadian Grain Commission provides information on how the department will support the Government on achieving our agenda in the coming year and I am fully confident that the Canadian Grain Commission is prepared to successfully support me and work with our partners inside and outside government to deliver for Canadians. However, given our commitment to more effective reporting, this year's report will be the final submission using the existing reporting framework.

The Prime Minister and the President of the Treasury Board are working to develop new, simplified and more effective reporting processes that will better allow Parliament and Canadians to monitor our Government's progress on delivering real change to Canadians. In the future, the Canadian Grain Commission's reports to Parliament will focus more transparently on how we are using our resources to fulfill our commitments and achieve results for Canadians.

These new reporting mechanisms will allow Canadians to more easily follow our Department's progress towards delivering on our priorities, which were outlined in the Prime Minister's mandate letter[i] to me.

As Canada's Minister of Agriculture and Agri-Food, I am committed to ensuring Canada's grain sector remains strong, competitive, and sustainable, with a focus on export support, value-added processing, research and innovation, and efficient grain transportation. Canadian farmers and food processors are the best in the world, and global demand for their products is growing. I look forward to working together to keep Canada's agricultural sector innovative and prosperous, and to deliver real results for Canadians.

The Honourable Lawrence MacAulay, P.C., M.P,
Minister of Agriculture and Agri-Food

Chief Commissioner's Message

Welcome to the Canadian Grain Commission (CGC)'s *Report on Plans and Priorities 2016-17*. The CGC is the federal government department that administers the provisions of the *Canada Grain Act*. The CGC has the responsibility and authority to propose and enforce laws and regulations that establish and maintain standards of quality for Canadian grain, regulate grain handling in Canada, and ensure the dependability of grain as a commodity for domestic and export markets.

Canada's Grain Quality Assurance System (GQAS) has permitted Canadian grain to be branded internationally for its safety, consistency and quality, providing Canada with a competitive advantage in the global grain market. The CGC's role in providing assurance of grain quality, safety, and quantity as well as the underpinning scientific research conducted by the CGC's Grain Research Laboratory is integral to maintaining Canada's strong reputation for supplying domestic and world markets with safe, dependable, high quality grain.

The CGC remains committed to working closely with all stakeholders to strengthen and improve programs, activities, and infrastructure to ensure the long-term success of Canada's GQAS and to optimize the value for Canadian grain producers and the grain sector.

I look forward to the CGC's ongoing exemplary work to effectively meet the needs of producers, the industry and Canadians in general and encourage you to read this report.

Jim Smolik
Acting Chief Commissioner
Canadian Grain Commission

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Lawrence MacAulay, P.C., M.P.

Chief Commissioner: Jim Smolik (Acting)

Ministerial Portfolio: Agriculture and Agri-Food

Enabling Instrument: *Canada Grain Act*[ii]

Year of Incorporation / Commencement: 1912

Other: The CGC's head office is located in Winnipeg, Manitoba. The CGC currently operates two regional offices and eight service centres across Canada. Funding for CGC programs and activities is through a combination of revolving fund and appropriation sources. The CGC plans to recover approximately 91 percent of its costs through user fees.

Organizational Context

Raison d'être

The Canadian Grain Commission (CGC) is a federal government department and administers the provisions of the *Canada Grain Act*. The CGC's **mandate**, as set out in the *Canada Grain Act*, is to, "in the interests of the grain producers, establish and maintain standards of quality for Canadian grain and regulate grain handling in Canada, to ensur a dependable commodity for domestic and export markets." The CGC's **vision** is: *"To be a world class, science-based quality assurance provider"*. The Minister of Agriculture and Agri-Food is responsible for the CGC.

Responsibilities

Under the *Canada Grain Act*, the CGC regulates the handling of 20 grains grown in Canada to ensure Canada's grain is valued by domestic and international customers for its safety, consistency and quality, and Canadian grain producers are properly compensated for grain deliveries to licensed grain companies.[1] The CGC is a federal agency in Canada's grain sector and is the official certifier of Canadian grain export shipments. Through its activities, the CGC supports a competitive, efficient grain sector and upholds Canada's international reputation for consistent and reliable grain quality and grain safety. To achieve its mandate, the CGC:

- regulates grain handling in Canada through the grain quality[iii] and quantity assurance[iv] programs,
- carries out scientific research[v] to understand all aspects of grain quality and grain safety and to support the grain grading system, and
- has implemented a number of producer protection programs[vi] and safeguards to ensure producers are properly compensated for the quality and quantity of grain delivered to licensed grain elevators and grain dealers. This includes the licensing and security program, the producer car allocation program, and the producer support program.

Additional information on the CGC's mandate and responsibilities[vii] is available on the CGC website.

1. Grain refers to any seed designated by regulation as a grain for the purposes of the *Canada Grain Act*. This includes barley, beans, buckwheat, canola, chick peas, corn, fababeans, flaxseed, lentils, mixed grain, mustard seed, oats, peas, rapeseed, rye, safflower seed, soybeans, sunflower seed, triticale and wheat.

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: Canada's grain is safe, reliable and marketable and Canadian grain producers are properly compensated for grain deliveries to licensed grain companies

- **1.1 Program: Quality Assurance Program**
- **1.2 Program: Quantity Assurance Program**
- **1.3 Program: Grain Quality Research Program**
- **1.4 Program: Producer Protection Program**
  - **1.4.1 Sub-Program: Licensing and Security Program**
  - **1.4.2 Sub-Program: Producer Car Allocation Program**
  - **1.4.3 Sub-Program: Producer Support Programs**
- **Internal Services**

Organizational Priorities

Priority: Relevant, efficient and innovative programs and services

Description

Ensuring the CGC remains relevant supports the continued competitiveness and marketability of Canadian grain in both domestic and international markets. The CGC will continue to provide services that ensure a robust grain quality and grain safety assurance system that meets stakeholder needs. The CGC will work in close collaboration with producers, industry stakeholders, end-users of Canadian grain, Agriculture and Agri-Food Canada (AAFC), and other domestic and foreign government entities to ensure the CGC remains relevant and provides valuable programs and services going forward.

Priority Type[2]

Previously committed to

2. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• The CGC will continue to investigate opportunities to **adjust programs and service delivery models** to remain relevant, cost effective and innovative. For example, during 2015-16 an external review of the CGC's Grain Research Laboratory (GRL) scientific research and technology programs was conducted. In addition, an evaluation of the annual Harvest Sample Program was completed. Feedback will be used to improve and enhance these programs going forward.	2014-15	Ongoing	This initiative contributes to the CGC's sole strategic outcome and all CGC programs
• **CGC user fees and service standards** require updating as part of the organization's five year user fee review cycle. This includes user fees consultations with stakeholders as required by the *User Fees Act* (UFA). During 2015-16, the CGC commenced a review of its fee structure to ensure that user fees accurately reflect the costs of providing services and reflect updated grain volume projections. User fees consultations are planned during 2016-17.	2015-16	April, 2018	This initiative contributes to the CGC's sole strategic outcome and all CGC programs
• During 2015, the CGC consulted with stakeholders on a modernized wheat class system[viii]. Based on feedback, several changes were announced to meet Canada's wheat production, handling, marketing, and end-user needs. The CGC will continue ongoing discussions with stakeholders to ensure effective and timely communication of information and procedures.	February, 2015	August, 2018	This initiative contributes to the CGC's sole strategic outcome and the Grain Quality Assurance Program

Priority: Investing in CGC infrastructure and technology

Description

In order to ensure the ongoing viability of the CGC and provide programs and services as efficiently and effectively as possible, the CGC plans to continue investing in infrastructure and technology over the three year planning period. The CGC will continue to work in close collaboration with stakeholders and central agencies to make progress towards this priority.

Priority Type[3]

Previously committed to

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• The CGC's **infrastructure renewal** initiative includes renovations at CGC offices at terminal elevators and service centres, space consolidation in the Winnipeg office, renewal and adjustment of long term lease requirements, and renewal of the GRL.	2015-16	Ongoing	This initiative contributes to the CGC's sole strategic outcome and all CGC programs
• **Investment in technology** includes developing and delivering enabling technologies internally, as well as updating and enhancing electronic services for our clients. For example, plans include integrating and enhancing electronic information flow with stakeholders, and supporting back-office transformation through adopting SAP as a new financial system, and implementing central agency initiatives such as Phoenix and My GCHR.	2015-16	Ongoing	This initiative contributes to the CGC's sole strategic outcome and all CGC programs

3. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority: Investing in CGC people

Description

In light of significant changes experienced at all levels of the organization and in line with the principles of Blueprint 2020, this priority is aimed at fostering a work environment where employees are engaged, equipped and supported as they adapt to ongoing change. Progress towards this priority will ensure employees have the necessary skills to deliver high quality programs and services now, and are equipped to respond to future needs of internal and external stakeholders. The results of the most recent Public Service Employee Survey will be used to develop and incorporate people planning strategies to continue enhancing the CGC work environment and culture.

Priority Type[4]

Previously committed to (identified as "Skilled, adaptable, and engaged workforce" in the 2015-16 RPP)

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• The CGC plans to **continue implementing three year action plans** in the following key areas: o talent management, including hiring and developing the next generation of grain inspectors through the Grain Inspector Development Program (GIDP); o preserving a healthy and respectful workplace; and o business process improvement and transformation.	2015-16	2017-18	This initiative contributes to the CGC's sole strategic outcome and all CGC programs

4. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority: Investing in stakeholder relations

Description

CGC stakeholders include Canadian grain producers, grain handlers, grain exporters, grain buyers, domestic and international end-use customers, the Canadian public, and government. The CGC provides value along the entire supply chain from producers to global consumers of Canadian grain. While the CGC plays a key role in supporting Canadian exporters to market successfully in competitive international grain markets, general knowledge of what the CGC does and our role in domestic and international grain markets is limited. In order to succeed in a rapidly changing and complex environment, building constructive relationships with all stakeholders will be a focus during the planning period.

Priority Type[5]

Previously committed to

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• The CGC plans to **engage collaboratively with all stakeholders** to understand needs and requirements and to expand awareness and appreciation of CGC programs and activities.	2015-16	Ongoing	This initiative contributes to the CGC's sole strategic outcome and all CGC programs

For more information on organizational priorities, see the Minister's mandate letter on the Prime Minister of Canada's website.[ix]

5. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Adapting the organization to remain relevant to CGC stakeholders	The CGC operates in an environment where the needs of Canadian producers and the grain industry continue to evolve rapidly. As such, the CGC will continue to investigate and integrate new technologies, processes and protocols into programs and services. The organizational priorities "relevant, efficient and innovative programs and services" and "investing in CGC infrastructure" are aimed at mitigating this risk. The priority "investing in stakeholder relations" is also aimed at remaining relevant to stakeholders. If CGC stakeholders are not aware of CGC's programs, then confidence in the Canadian grain sector may suffer, and redundancy in the industry may occur. The CGC will continue to promote awareness of CGC activities and services with the intention of increasing stakeholder understanding of the organization's role in the grain sector. Trends will be monitored closely and mitigation strategies revised as required.	• Linked to the CGC's sole strategic outcome and all CGC programs
CGC funding model	While updated user fees took effect on August 1, 2013, the CGC will continue to work with external stakeholders, central agencies, and AAFC to investigate funding model options. The organizational priority "investing in stakeholder relations" will mitigate this risk by increasing stakeholder awareness of the value of CGC activities and services. As identified under the organizational priority "relevant, efficient and innovative programs and services", CGC user fees and service standards require updating as part of the organization's five year user fee review cycle. During 2015-16, the CGC commenced a review of its fee structure to ensure that user fees accurately reflect the costs of providing services and reflect updated grain volume projections. User fees consultations are planned during 2016-17. Trends will continue to be monitored closely and mitigation strategies revised as required.	• Linked to the CGC's sole strategic outcome and all CGC programs
Capacity within the CGC to deliver programs and adapt to change	The CGC will continue efforts to ensure sufficient human resource capacity to carry out day-to-day operational work, while at the same time adapting to changes in the internal and external environments. While this is linked to all organizational priorities and programs, the priority "skilled, adaptable, engaged workforce" is aimed at mitigating this risk. Capacity trends will be monitored closely and mitigation strategies revised as required.	• Linked to the CGC's sole strategic outcome and all CGC programs

Risk management is an essential part of strategic planning and decision making at the CGC. The Canadian grain industry, the CGC, and Canada's Grain Quality Assurance System (GQAS) operate in a climate of constant change (e.g. grain volume and crop quality fluctuations, increased market demand for grain safety assurances). As such, the CGC is continually adapting programs and services to assure consistent and reliable grain quality and grain safety that meets the needs of international and domestic markets and to ensure Canadian grain producers are properly compensated for grain deliveries to licensed grain companies. Feedback from producers and grain handlers, domestic and international grain buyers and processors, and other domestic and foreign government entities has proven to be a reliable early indicator of risk arising from developments in our external environment.

The CGC has established a process to identify, monitor, mitigate and manage corporate level risks. Strategic planning includes preparation of an extensive environmental scan, broad and inclusive identification of emerging threats and opportunities for improvement, an internal and external workforce analysis, and the development of a corporate risk profile summary to identify areas of greatest risk exposure to the CGC in delivering its strategic outcome and programs. Corporate level risks and mitigation strategies are reviewed during the strategic planning process and key risks for the upcoming fiscal year are identified based on current internal and external factors. The CGC has an Integrated Risk Management Working Group (IRMWG) that includes representatives from all CGC programs and divisions. The group meets regularly to identify and assess CGC risks and risk response strategies. Information and recommendations from the IRMWG are forwarded to CGC senior management for review and action as necessary (e.g. implementation of additional mitigation strategies and/or contingency plans).

Planned Expenditures

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Total Program Expenditure Spending	61,749,832	61,749,832	62,772,577	62,772,577
Total Revolving Fund Revenue	(56,367,908)	(56,367,908)	(57,390,653)	(57,390,653)
Voted and Statutory Spending	5,381,924	5,381,924	5,381,924	5,381,924

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
404	404	404

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Strategic Outcome: 1: Canada's grain is safe, reliable and marketable and Canadian grain producers are properly compensated for grain deliveries to licensed grain companies							
1.1 Quality Assurance Program	36,108,210	29,782,644	27,270,277	28,835,016	28,835,016	29,312,602	29,312,602
1.2 Quantity Assurance Program	10,988,215	2,073,118	1,471,529	1,915,901	1,915,901	1,947,634	1,947,634
1.3 Grain Quality Research Program	12,091,194	8,857,999	8,523,069	9,785,958	9,785,958	9,948,040	9,948,040
1.4 Producer Protection Program	3,614,362	3,542,298	3,680,617	3,861,205	3,861,205	3,925,157	3,925,157
Subtotal	62,801,981	44,256,059	40,945,492	44,398,080	44,398,080	45,133,433	45,133,433
Internal Services Subtotal	15,729,596	14,949,633	17,409,591	17,351,752	17,351,752	17,639,144	17,639,144
Total Program Expenditure Spending	78,531,577	59,205,692	58,355,083	61,749,832	61,749,832	62,772,577	62,772,577
Revolving Fund							
Total Revolving Fund Revenue	(53,177,599)	(76,118,038)	(64,770,284)	(56,367,908)	(56,367,908)	(57,390,653)	(57,390,653)
Revenue Surplus to Revolving Fund Expenditures	9,588,582	24,403,140	12,027,727	-	-	-	-
Revenue Used to Offset Revolving Fund Expenditures	(43,589,017)	(51,714,898)	(52,742,557)	(56,367,908)	(56,367,908)	(57,390,653)	(57,390,653)
Voted and Statutory Spending	34,942,560	7,490,794	5,612,526	5,381,924	5,381,924	5,381,924	5,381,924

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Fiscal years 2013-14 and 2014-15 were transition years for the CGC as a result of updates to user fees and amendments to the *Canada Grain Act* that came into effect concurrently on August 1, 2013. These changes resulted in a significant reduction in CGC operating costs and FTE requirements. In addition, during 2014-15 the CGC reviewed the activities associated with its programs resulting in a realignment of certain activities, as well as the associated costs and FTEs, between programs of the Program Alignment Architecture.

It is important to note that CGC revenues and expenditures are dependent on annual grain volumes and crop quality that can fluctuate considerably from year to year due to a number of factors, including environmental conditions. These factors can result in significant variances between CGC financial projections and actual results.

Program spending for 2015-16 and future years reflects planned program spending under the amended *Canada Grain Act.* Spending on internal services in 2015-16 and future years is higher than 2013-14 amounts because human resource costs previously funded by AAFC are now being funded by the CGC. Internal services include activities that support and enable delivery of the CGC's strategic outcome and programs to CGC stakeholders. It is anticipated the CGC's planned spending will stabilize at approximately $61.750 million. This will be funded by annual voted and statutory appropriation of $5.382 million and annual user fees revenue of approximately $56.368 million.

Total revolving fund revenue for prior and current years was higher than expected due to higher than projected grain volumes. This has resulted in revolving fund surpluses. Revenue projections are based on average annual grain volumes of 23.3 million metric tonnes, whereas actual 2014-15 grain volumes were 37.9 million metric tonnes. The CGC currently forecasts handlings of 34.2 million metric tonnes of grain in 2015-16 and, as a result, forecasts to end 2015-16 with a surplus in its revolving fund.

During 2015-16, the CGC initiated a review of its user fees schedule and grain volume projections as part of the organization's five year user fees review cycle. The review includes consultations with stakeholders as required by the *User Fees Act* (UFA). Consultations are planned during the 2016-17 fiscal year. It is anticipated that updated user fees will be in place by April 1, 2018.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2016–17 Planned Spending With the Whole-of-Government Framework[x] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending*
1 Canada's grain is safe, reliable and marketable and Canadian grain producers are properly compensated for grain deliveries to licensed grain companies	1.1 Quality Assurance Program	Economic Affairs	An innovative and knowledge-based economy	0
	1.2 Quantity Assurance Program	Economic Affairs	An innovative and knowledge-based economy	0
	1.3 Grain Quality Research Program	Economic Affairs	An innovative and knowledge-based economy	5,136,924
	1.4 Producer Protection Program	Economic Affairs	A fair and secure marketplace	0

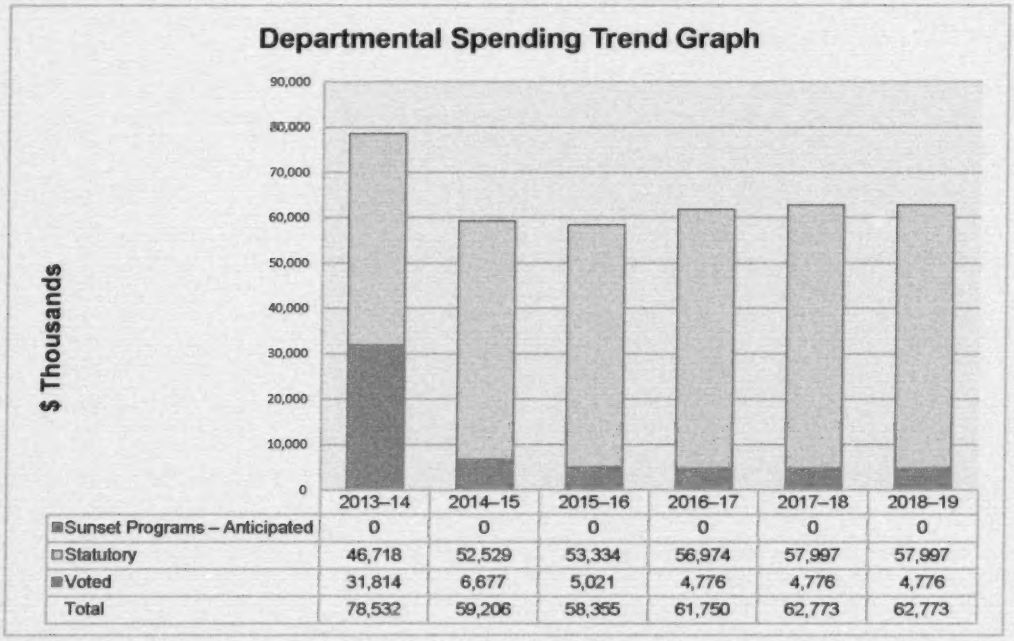
*Note: Planned spending includes voted and statutory spending only and does not include planned revolving fund expenditures. 2016-17 on-going appropriation funding also includes $245,000 to support internal services.

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending*
Economic affairs	5,136,924
Social affairs	Nil
International affairs	Nil
Government affairs	Nil

*Note: Planned spending includes voted and statutory spending only and does not include planned revolving fund expenditures. 2016-17 on-going appropriation funding also includes $245,000 to support internal services.

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	46,718	52,529	53,334	56,974	57,997	57,997
Voted	31,814	6,677	5,021	4,776	4,776	4,776
Total	78,532	59,206	58,355	61,750	62,773	62,773

The Spending Trend Graph shows CGC actual spending (2013-14 and 2014-15), forecast spending (2015-16), and planned spending (2016-17 through 2018-19). During 2013-14, the CGC completed consultations on updated user fees based on streamlined CGC operations and amendments to the *Canada Grain Act*. Fiscal years 2013-14 and 2014-15 were transition years for the CGC as a result of updates to user fees and amendments to the *Canada Grain Act* that came into effect concurrently on August 1, 2013. Funding for fiscal years 2013-14 and 2014-15 includes a combination of an ongoing appropriation, ad hoc appropriation and authority to re-spend revenues collected from fees. Fiscal year 2015-16 was the first full year for the CGC under its updated user fees structure.

Updated CGC user fees have eliminated the requirement for annual ad hoc funding. CGC planned spending is based on annual voted and statutory appropriation of $5.382 million and user fees revenue of approximately $56.368 million. It is important to note that CGC revenues and expenditures are dependent on annual grain volumes and crop quality that can fluctuate considerably from year to year due to a number of factors, including environmental conditions. These factors can result in significant variances between CGC financial projections and actual results.

The CGC's user fees structure and revenue projections are currently based on average annual grain volumes of 23.3 million metric tonnes. Because actual grain volumes vary from year to year, in years with higher-than-average grain volumes, revenues may exceed costs and the CGC could accumulate surpluses. In years with lower-than-average grain volumes, revenues could be less than costs and the CGC must draw on its surpluses. The intent of the Government's revolving fund policy is that CGC revenues and expenses balance over a five-year time horizon. During 2015-16, the CGC commenced a review of its fees structure to ensure that user fees accurately reflect the costs of providing services and reflect updated grain volume projections. Consultations are planned during 2016-17. It is anticipated that an updated user fees schedule will be in place by April 1, 2018.

Estimates by Vote

For information on the CGC's organizational appropriations, consult the 2016–17 Main Estimates.[xi]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Canada's grain is safe, reliable and marketable and Canadian grain producers are properly compensated for grain deliveries to licensed grain companies

Program 1.1: Quality Assurance Program

Description

The CGC's quality assurance program is delivered pursuant to the *Canada Grain Act* and the *Canada Grain Regulations*. This program assures consistent and reliable grain quality that meets the needs of international and domestic markets. Grain quality refers to end-use processing quality, grain safety and cleanliness, and, in some cases, the composition of varieties in shipments of grain. Provision of grain inspection, grain safety, grain sanitation, grading and analytical services, as well as strong scientific and technical support programs and services are integral components to the overall delivery of an effective quality assurance program. The program includes a complaints resolution process for resolving customer complaints and disputes with respect to grain quality assurance. An effective grain quality assurance program is a key factor in permitting Canadian exporters to market successfully in competitive international grain markets and is essential for producers to realize maximum value from their grain. The quality assurance program is funded by revolving fund revenue.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Total Program Expenditure Spending	28,835,016	28,835,016	29,312,602	29,312,602
Total Revolving Fund Revenue	(28,835,016)	(28,835,016)	(29,312,602)	(29,312,602)
Voted and Statutory Spending	0	0	0	0

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
219	219	219

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Consistent and reliable grain quality and grain safety assurance to meet the needs of domestic and international markets	Number of justified cargo complaints due to a breakdown in CGC quality and/or safety assurance	Zero	March, 2017
	Number of instances where buyers are dissatisfied with CGC standards, methods or procedures used to ensure a safe and dependable commodity for domestic and export markets	Zero	March, 2017

Planning Highlights

This program facilitates impartial science-based assessments of Canadian grain so that grain shipments meet market expectations for quality and safety. It is delivered in accordance with the CGC's responsibilities under the *Canada Grain Act* to establish and maintain Canada's grain quality standards and regulate grain handling in Canada to ensure a dependable commodity. To achieve program expected results, the CGC will continue to execute an effective Quality Management System (QMS) as per the ISO 9001:2008 and ISO 17025:2008 standards. This includes regular review of processes allowing the CGC to adjust and improve service procedures.

During 2016-17, the CGC will continue to investigate opportunities to enhance program and service delivery models to ensure consistent, cost efficient, and effective grain quality and grain safety assurance and facilitate international trade. Plans include the investigation, development and integration of new technologies, processes, and protocols into daily programs and service delivery models to remain relevant and improve efficiencies.

The CGC will continue to liaise with other Canadian government departments (e.g. AAFC, the Canadian Food Inspection Agency [CFIA], Health Canada, and Global Affairs Canada), domestic and international industry stakeholders, producers, as well as other domestic and

international government entities concerning grain quality and safety matters and trade implications. Communication efforts will focus on understanding stakeholder needs as well as clarifying the CGC's role and mandate with all stakeholders. This will facilitate evolution of the Quality Assurance Program in a collaborative manner.

Additional information on the activities and services that contribute to the Quality Assurance Program[xii] is available on the CGC website.

Program 1.2: Quantity Assurance Program

Description

The CGC's quantity assurance program is delivered pursuant to the *Canada Grain Act* and the *Canada Grain Regulations*. The services delivered under this program facilitate the official weighing of export shipments of grain discharged from terminal elevators and the issuance of accompanying quantity assurance documentation. This program ensures international grain buyers and end users that Canadian export grain shipments are accurately weighed and that the weighed product is delivered to conveyances as reported on CGC documentation. The program includes validation of weighing process documentation and weighing device records, establishing and maintaining a weighing systems certification program, and providing input into weighing equipment requirements to ensure accurate weighing of grain shipments from terminal elevators. The quantity assurance program is funded by revolving fund revenue.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Total Program Expenditure Spending	1,915,901	1,915,901	1,947,634	1,947,634
Total Revolving Fund Revenue	(1,915,901)	(1,915,901)	(1,947,634)	(1,947,634)
Voted and Statutory Spending	0	0	0	0

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
15	15	15

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Consistent and reliable quantity assurance of Canadian grain shipments	Number of justified cargo complaints due to a breakdown in CGC quantity assurance processes	Zero	March, 2017

Planning Highlights

The CGC will continue to provide all weighing activities as per ISO 9001:2008 standards to ensure consistent and reliable quantity assurance of Canadian grain shipments and to meet the legislative requirements of the *Canada Grain Act*. This includes regular review of quantity assurance processes allowing the CGC to adjust procedures and identify or adjust training as necessary. During 2016-17, the CGC plans to introduce quantity assurance audits. The CGC will continue to work closely with producers, industry stakeholders, Measurement Canada, AAFC, and other government departments and agencies to establish and maintain grain quantity assurance standards that evolve with industry grain weighing procedures, equipment standards, and quantity assurance needs.

Additional information on the activities and services that contribute to the Quantity Assurance Program[xiii] is available on the CGC website.

Program 1.3: Grain Quality Research Program

Description

The *Canada Grain Act* requires the CGC to undertake, sponsor and promote research related to grains. The CGC conducts research in support of Canada's grain quality assurance system to address emerging issues and facilitate the effective marketing of Canadian grain in domestic and international markets. The CGC's Grain Research Laboratory (GRL) researches factors affecting the quality and safety of grain and grain-based products as well as procedures and technologies to quantify those factors. Research in the GRL forms the basis of grade specifications. This program benefits not only the agricultural sector, but also Canadians as consumers of grain products. Close collaboration with Canadian and international scientific, academic, analytical, grain industry organizations, as well as other Canadian government departments (e.g., Agriculture and Agri-Food Canada, Canadian Food Inspection Agency, Health Canada) ensures that the CGC remains abreast of new research developments and is able to adapt research priorities to emerging challenges. The grain quality research program is funded by a combination of revolving fund revenue and appropriations.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Total Program Expenditure Spending	9,785,958	9,785,958	9,948,040	9,948,040
Total Revolving Fund Revenue	(4,649,034)	(4,649,034)	(4,811,116)	(4,811,116)
Voted and Statutory Spending	5,136,924	5,136,924	5,136,924	5,136,924

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
47	47	47

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Scientific information is available to support and inform GQAS decision making	Number of instances where timely and appropriate scientific information is not available to support and inform GQAS decision making	Zero	March, 2017
Domestic and international marketers, buyers, and processors have accurate and appropriate scientific information on the quality and safety of Canadian grain	Number of instances where domestic and international marketers, buyers, and processors do not have access to accurate and appropriate scientific information on the quality and safety of Canadian grain	Zero	March, 2017
Threats to Canada's GQAS from registration of new varieties are minimized	Number of complaints from end-users of Canadian grain on the quality of newly registered varieties	Zero	March, 2017

Planning Highlights

The Grain Quality Research Program contributes directly to the CGC's strategic outcome of ensuring Canada's grain is consistent, safe and marketable. Research conducted by the CGC leads to the development of recognized methods for quality and safety evaluation of all grains as well as objective testing protocols and specifications to support the Canadian grading system. In addition, research conducted under this program facilitates end-use diversification of Canadian grains and ensures that Canadian grains meet the end-use needs and processing expectations of domestic and international buyers.

During 2015-16, the GRL undertook a strategic planning session to solicit input from external stakeholders on future direction for scientific research and technology programs at the CGC. CGC scientific research and technology programs were assessed for current and future relevance in-light of the changing Canadian grain industry. Potential medium and long-term scientific research and technology areas of relevance were then identified. A tool is being developed to assess and prioritize new and upcoming research based on suitability, stakeholder relevance, and potential benefits. Also in 2015-16, an evaluation was completed on the CGC's Harvest Sample Program. An action plan has been developed and will be used to improve the program and identify long term priorities associated with the program.

As identified in Section 1, an organizational priority is to invest in CGC infrastructure. A major refit and upgrade of the CGC's Grain Research Laboratory space and base building systems or relocation to a new location is needed if the CGC is to continue to efficiently and effectively undertake, sponsor and promote research related to grains.

During 2016-17, the CGC will continue to identify research priorities to build upon and strengthen Canada's GQAS based on feedback received by CGC personnel from international and/or domestic buyers, processors, producers, grain handlers, and the Western Standards Committee[xiv] and Eastern Standards Committee[xv]. To remain abreast of new developments, GRL personnel will continue to liaise with Canadian and international scientific, academic, analytical, and grain industry organizations.

Additional information on the grain quality research program[xvi] is available on the CGC website.

Program 1.4: Producer Protection Program

Description

Pursuant to the *Canada Grain Act* and *Canada Grain Regulations*, the CGC has implemented a number of programs and safeguards to ensure that grain producers are properly compensated for grain delivered to licensed grain companies. These include the licensing and security program, allocation of available producer cars for producers and producer groups that wish to ship their own grain, and producer liaison measures including education and a grain grade reinspection system. In addition, the CGC collects and updates grain quality data and grain handling information to facilitate producer sales and marketing decisions. The producer protection program is funded by revolving fund revenue.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Total Program Expenditure Spending	3,861,205	3,861,205	3,925,157	3,925,157
Total Revolving Fund Revenue	(3,861,205)	(3,861,205)	(3,925,157)	(3,925,157)
Voted and Statutory Spending	0	0	0	0

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
31	31	31

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Risk to producers of not receiving fair compensation for their grain is mitigated	Percentage of producers who agree that CGC producer protection activities help to reduce the risk of not being fairly compensated for grain delivered into the licensed grain handling system	75 percent	March, 2017
Producers are aware of CGC producer protection programs and services	Percentage of producers who are aware of CGC producer protection activities	75 percent	March, 2017

Planning Highlights

During 2016-17, the CGC will continue to consult with and evaluate feedback from producers on the services provided under this program. Further amendments to CGC processes, protocols and programs will be considered to address any gaps in the Producer Protection Program and to complement the legislative amendments that came into force on August 1, 2013. Where possible, program amendments will be made to benefit producers and promote a lower cost, competitive and innovative grain handling sector. The CGC will continue communication efforts to ensure producers are aware of their rights under the *Canada Grain Act* and to increase awareness of CGC producer protection activities and services.

Additional information on the producer protection programs[xvii] and the benefits to Canadian producers is available on the CGC website.

Sub-Program 1.4.1: Licensing and Security Program

Description

Pursuant to the *Canada Grain Act* and *Canada Grain Regulations*, the CGC licenses or exempts grain companies from licensing if their businesses meet certain legislated requirements. The licensing and security program mitigates risks to producers of not being properly compensated for grain delivered to licensed grain companies and provides the framework for establishing and maintaining the Canadian grain quality assurance system. CGC licensees are required to obtain

and maintain security for the purpose of covering their potential obligations to producers in the event of a company default.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
1,337,499	1,359,652	1,359,652

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
10	10	10

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Risks to producers of not being properly compensated for grain delivered to a CGC licensee is mitigated	Percentage of producers who agree that the CGC's licensing and security program reduces the risk of not being properly compensated for grain delivered into the licensed grain handling system	75 percent	March, 2017

Planning Highlights

Currently, all licensees are required to provide security to the CGC as a condition of licensing. During 2016-17, the CGC will seek ways to enhance the licensing and security programs and continue to review licensing exemptions. The goal is to safeguard the interests of producers. The review will include consultations with all stakeholders.

The CGC will continue to monitor CGC licensees using a risk assessment framework and a risk-based audit plan to determine audit priorities. This includes continuous refinements to the risk assessment framework and ongoing scrutiny to mitigate the risks associated with operating the current security program as well as non-payment risks to producers.

Sub-Program 1.4.2: Producer Car Allocation Program

Description

Pursuant to the *Canada Grain Act* and *Canada Grain Regulations*, the CGC provides an alternate grain delivery mechanism for producers and producer groups that wish to ship their own grain by railcar. The CGC works closely and cooperatively with the grain industry and the railways in an effort to ensure that producer car orders are filled in a timely manner. The CGC has sole responsibility for the allocation of available producer cars for all grains.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
271,586	276,084	276,084

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
3	3	3

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Producers are able to bypass the primary elevator system and ship grain to port position or another destination of their choosing	The number of formal justifiable complaints related to producer car access and availability	Zero	March, 2017
	Percentage of producers who use the producer car allocation program who are satisfied with the program	75 percent	March, 2017

Planning Highlights

The CGC will continue to work closely and cooperatively with producer car administrators and the railways to ensure the Producer Car Allocation Program is modernized to respond to the

evolving needs of the industry. In addition, the CGC will continue communication efforts to ensure producers and producer groups are aware of this program and the steps involved in applying for a producer car if they choose to ship their own grain by railcar.

Sub-Program 1.4.3: Producer Support Programs

Description

The CGC has several programs and activities to ensure producers are properly compensated for the quality of grain delivered and shipped. These programs and activities are not material enough to be considered independently. They include the submitted samples program, the harvest sample program, reinspection of samples on producer request, and investigation of quality and dockage complaints. In addition, the CGC continually collects and updates grain quality data and grain handling information and makes it available to producers and other interested parties to facilitate producer sales and marketing decisions.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
2,252,120	2,289,421	2,289,421

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
18	18	18

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Risk to producers of not receiving fair compensation for the quality of grain delivered into the licensed grain handling system is mitigated	Percentage of producers who agree that access to CGC third party quality information reduces their risks of not receiving fair compensation for the quality of their grain upon delivery into the licensed grain handling system	70 percent	March, 2017

Planning Highlights

The CGC will continue communication efforts to ensure producers are aware of the producer support programs available to them under this sub-program. The CGC will continue to work with grain quality and grain handling data providers to ensure statistical information is accurate and available to producers and other users of the data. Further updates to operational processes will be made to improve efficiency, reduce costs, and increase accessibility to online CGC statistical information.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending*
Total Program Expenditure Spending	17,351,752	17,351,752	17,639,144	17,639,144
Total Revolving Fund Revenue	(17,106,752)	(17,106,752)	(17,394,144)	(17,394,144)
Voted and Statutory Spending	245,000	245,000	245,000	245,000

*Note: Amounts reported for 2018-19 are consistent with 2017-18 as they do not include adjustments for inflation or updated user fees.

Human Resources (FTEs)

2016–17	2017–18	2018–19
92	92	92

Planning Highlights

Internal Services include activities and resources that apply across the organization to support and enable delivery of the CGC's strategic outcome and programs.

During 2016-17, a key focus will continue to be providing support and services with respect to the CGC's organizational priorities identified in Section 1. In addition to providing organizational support for these priorities, plans include adjusting and adapting Internal Services activities, tools, and resources to be as efficient as possible. Feedback from the 2014 Public

Service Employee Survey[xviii] and the 2015-16 Management Accountably Framework[xix] assessment will be used to identify organizational strengths, areas that require improvement, and priorities going forward.

Section III: Supplementary Information

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the CGC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the *Report on Plans and Priorities* are prepared on an expenditure basis, amounts may differ.

A more detailed future-oriented statement of operations[xx] and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the CGC's website.

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	57,345,935	60,658,585	3,312,650
Total revenues	68,215,537	56,367,908	(11,847,629)
Net cost of operations before government funding and transfers	(10,869,602)	4,290,677	15,160,279

The 2016-17 net cost of operations before government funding is projected to be $4.291 million, a net difference of $15.160 million due to:

Total expenses

2016-17 total expenses are planned to be $60.659 million, an increase of $3.313 million over the 2015-16 forecasted expenditures of $57.346 million. This primarily relates to underspending in salary expenditures in 2015-16 as a result of delays in staffing. Planned expenditures in 2016-17 are based on the expectation that the CGC will secure the necessary resources required to

continue to deliver on its mandate. In addition, infrastructure renewal has been identified as a priority for 2016-17 to ensure the ongoing viability of the CGC. As a result, there will be a carry forward of projects from 2015-16 to 2016-17.

Total revenues

2016-17 total revenues are planned to be $56.368 million, a decrease of $11.848 million compared to 2015-16 forecasted revenue of $68.216 million. The CGC's user fees structure and revenue projections for 2016-17 are based on handling an average annual grain volume of 23.3 million metric tonnes, whereas the CGC currently forecasts handlings of 34.2 million metric tonnes of grain in 2015-16.

Supplementary Information Tables

The supplementary information tables listed in the *2016–17 Report on Plans and Priorities*[xxi] can be found on the Canadian Grain Commission's website.

- Departmental Sustainable Development Strategy
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years
- User Fees and Regulatory Charges

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[xxii] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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CGC website: www.grainscanada.gc.ca[xxiii]

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. Minister of Agriculture and Agri-Food mandate letter, http://pm.gc.ca/eng/minister-agriculture-and-agri-food-mandate-letter
ii. *Canada Grain Act*, http://laws-lois.justice.gc.ca/eng/acts/G-10/
iii. Quality assurance program, http://www.grainscanada.gc.ca/quality-qualite/ggm-mgg-eng.htm
iv. Quantity assurance program, http://www.grainscanada.gc.ca/quantity-quantite/iaqnm-mrsqn-eng.htm
v. Grain quality research program, http://www.grainscanada.gc.ca/research-recherche/iarm-mrsr-eng.htm
vi. Producer protection program, http://www.grainscanada.gc.ca/producer-producteur/ifpm-mrdp-eng.htm
vii. CGC website, http://www.grainscanada.gc.ca/
viii. Canadian Wheat Class Modernization, http://www.grainscanada.gc.ca/consultations/2015/classes-en.htm
ix. Prime Minister of Canada's website, http://pm.gc.ca/eng/ministerial-mandate-letters
x. Whole-of-government framework, http://www.tbs-sct.gc.ca/ems-sgd/wgf-ipp-eng.asp
xi. 2016–17 Main Estimates, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp
xii. Quality Assurance Program, http://www.grainscanada.gc.ca/quality-qualite/ggm-mgg-eng.htm
xiii. Quantity Assurance Program, http://www.grainscanada.gc.ca/quantity-quantite/iaqnm-mrsqn-eng.htm
xiv. Western Standards Committee, http://www.grainscanada.gc.ca/gscommittee-comiteng/wgsc-cngo-eng.htm
xv. Eastern Standards Committee, http://www.grainscanada.gc.ca/gscommittee-comiteng/egsc-cnge-eng.htm
xvi. Grain Quality Research Program, http://www.grainscanada.gc.ca/research-recherche/iarm-mrsr-eng.htm
xvii. Producer Protection Program, http://www.grainscanada.gc.ca/producer-producteur/ifpm-mrdp-eng.htm
xviii. Public Service Employee Survey, http://www.tbs-sct.gc.ca/pses-saff/default.asp
xix. Management Accountability Framework, http://www.tbs-sct.gc.ca/maf-crg/index-eng.asp
xx. Future oriented financial statements, http://www.grainscanada.gc.ca/cgc-ccg/cr-rm/crm-mrm-eng.htm
xxi. *2016-17 Report on Plans and Priorities*, http://www.grainscanada.gc.ca/cgc-ccg/cr-rm/rpp/rpp-eng.htm
xxii. Tax Expenditures and Evaluations publication, http://www.fin.gc.ca/purl/taxexp-eng.asp
xxiii. CGC website, http://www.grainscanada.gc.ca/